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ABSTRACT

In order to determine whether a paralegal program could be successfully implemented at Johnson County Community College, surveys were sent to 262 local attorneys (with a 24% response rate) and to 41 members of the Kansas City Association of Legal Assistants (71% response). Emphasis was placed on determining area employment needs and the perceptions of skills expected of paralegal graduates. Respondents were asked to rate a total of 111 job responsibilities in nine broad categories (general, civil and criminal, real estate, taxation, corporate and partnership, domestic relations, estate planning and probate, workmen's compensation, and bankruptcy) as "essential," "desirable," or "not applicable." Generally, most lawyers felt a paralegal should possess good general office skills and be knowledgeable in the areas of civil and criminal law and domestic relations. A majority of the paralegals felt that the ability to do research, prepare routine legal documents, and handle financial matters were essential skills. The study revealed that a full two-year program training paralegals for positions with area law firms was not justified, as there were not enough large firms in the area to provide adequate job opportunities and as other colleges were training paralegals in Missouri law. However, a limited program to upgrade the skills of legal secretaries was considered feasible. (MB)

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EMPLOYER MANPOWER NEEDS AND JOB ENTRY REQUIREMENTS FOR PARALEGALS WITHIN JOHNSON COUNTY, KANSAS

Prepared for Administrative Information

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PREFACE

A paralegal career program has been discussed by College staff since 1971. In November 1975, the college appointed a paralegal advisory committee. To aid in planning the program, the committee recommended that an area needs survey be conducted.

The purpose of the survey was to gain information about the local job market, determine the types of skills potential employers would prefer, and identify individuals or firms who would consider providing work-study experiences for students. When the program was approved for planning purposes for FY 1977 by the Kansas State Department of Education in May 1976, obtaining such information was considered as one of the major program objectives. Dick Burns, Dean of Instruction, and Jim Vomhof, Director of the Business and Management Division, identified the population to be surveyed and developed the survey instrument using input from the advisory committee. The Office of Institutional Research analyzed the data and prepared this report with Michael Quanty assuming the major responsibility.

Elaine L. Tatham
Director of Institutional Research

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EMPLOYER MANPOWER NEEDS AND JOB ENTRY REQUIREMENTS FOR PARALEGALS WITHIN JOHNSON COUNTY, KANSAS

I. INTRODUCTION

The Business and Management Division at JCCC has been considering implementation of a paralegal program since 1971. Initially, members of the Bar Association expressed little interest in such a program but since 1973, interest has been growing. Rockhurst and Avila College now have paralegal programs. Representatives of both colleges have encouraged the JCCC staff to develop a program on this campus. They felt that such a Kansas-based program would actually complement their programs which deal primarily with Missouri law.

To help the College determine whether a paralegal program could be successfully implemented at JCCC, a Paralegal Advisory Committee was formed and charged "to advise the College as representatives of the 'law' community." For any career program to be successful, there must be sufficient support from the community so that students can be provided with satisfactory training experiences and that qualified graduates can obtain employment in positions commensurate with their training. The program must be designed to meet the needs of potential employers. The committee, therefore, recommended that an area needs survey be conducted to determine the interest of the local legal community in a paralegal program and its perceptions of skills which should be expected of graduates.

The committee recommended that the survey be sent to lawyers and paralegals throughout the metropolitan area. It was decided, however, to conduct the survey in two phases. The initial phase, reported here, covered Johnson County lawyers and paralegals from the entire metropolitan area.

II. METHODOLOGY

Procedure

The Dean of Instruction and the Director of the Business and Management Division, after reviewing material from the American Bar Association and conferring with individuals involved with paralegal programs, compiled a list of skills for potential inclusion in a curriculum. Those skills which the Advisory Committee considered relevant were included in the paralegal survey instrument. A preliminary questionnaire, patterned after a commercial art survey used previously by the college [3], was thus developed and submitted to the committee. This initial questionnaire was modified by the committee and then approved for mailing.

The mailed questionnaire consisted of two parts: a listing of possible job skills to be expected of graduates, and a series of questions concerning possible job openings, hiring practices, and interest in participating in a work-study program. Skills were listed under nine major headings: general, civil and criminal, real estate, taxation, corporate and partnership, domestic relations, estate planning and probate, workmen's compensation, and bankruptcy. Respondents were asked to rate each particular skill as "essential," "desirable," or "not applicable." Thus, potential employers could specify those skills which they felt were important.

Questionnaires were mailed June 16, 1976. A copy of the survey instrument and accompanying letters are included in the Appendix.

Subjects

A list of 279 Johnson County attorneys was compiled from the Kansas Law Directory and the rolls of the Johnson County Bar Association. Six persons on the list were retired or deceased and 11 questionnaires were undeliverable, leaving a sample of 262 potential respondents. Sixty-three completed questionnaires were returned and one attorney sent a letter rather than completing the questionnaire, yielding a return rate of 24%.

Questionnaires were also sent to the 41 voting members of the Kansas City Association of Legal Assistants. Their names were provided by a member of the advisory committee who was president of the Association. Surveys were returned by 29 of the paralegals, a 71% return rate.

III. COUNTY EMPLOYMENT AND TRAINING OPPORTUNITIES

Employment Opportunities

Approximately 48 firms were represented in the returns received.[1] Twenty-three (48%) of these firms indicated that they employed one or more persons on either a full time or part time basis to perform tasks requiring one or more of the skills listed in the survey instrument. They had a total of 55 full time and 8 part time employees engaged in such activities. It is not clear, however, how many of these persons were actually paralegals or legal assistants. A number of them may have been legal secretaries or attorneys.

Six firms indicated that they currently had unfilled vacancies. One of these firms had three vacancies and another two, so there were nine positions open, at least one of which was part time. Two of the potential employers with unfilled vacancies indicated that they were hesitant about hiring at this time (one said it would be about six months, and the other was uncertain). On the other hand, two representatives of other firms who had not listed definite vacanies said they would hire someone possessing skills suggested for the paralegal program. Thus, at this time, about nine openings for paralegals can be indentified in Johnson County.

Twelve employers also said they had current plans to expand the number of positions requiring paralegal skills, so the job market may improve somewhat.

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1. This number may be an overestimate. Seven surveys were returned without names, addresses or phone numbers. Each of these was considered a separate firm. Most lawyers did not list their affiliation, so a member of the research staff called phone numbers which were the same for more than one individial to verify that they represented the same firm.

Training Opportunities

Fourteen firms had in-service training programs involving instruction in skills suggested for the paralegal program. Fourteen firms also said they would be willing to work cooperatively with a college supervised work-study program. There appears, then, to be a small base of support for a paralegal program in Johnson County.

More interest in the program may be generated through future contacts. In addition to the 18 individual attorneys who said they would be willing to cooperate in a work-study program, 25 said they would like more information. Forty-two lawyers said the college could contact them in the future regarding the program.

IV. PERCEPTIONS OF ESSENTIAL SKILLS FOR GRADUATES OF A PARALEGAL PROGRAM

Survey respondents rated a total of 111 job responsibilities in nine broad areas as "essential," "desirable," or "not applicable." If a person failed to rate a particular item, the response was counted as "not applicable". Since the lawyers and paralegals differed somewhat in their perceptions of which skills should be considered essential, responses were compiled separately for each group as well as for the combined groups. Data for both groups and combined totals are presented in Table 1.

Lawyers' Perceptions

The following responsibilities were rated "essential" by 50 percent or more of the lawyers responding to the survey: *

General

- Simple legal research (56%)
- Responsible for calendar monitoring (59%)
- Maintaining a tickler or follow-up system (57%)
- Composition of routine letters (59%)

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*See page 10 for comparison with perceptions of paralegals.

Civil and Criminal
- Investigative work (53%)
  - Gathering medical and police records (68%)
  - Interviewing witnesses and clients (53%)
  - Fact research (64%)
  - Examining public records (67%)
- Supervising and indexing all files (53%)
- Doing basic legal research and cite checking (57%)
- Prepare simple pleadings (52%)

Real Estate
- Follow up on deed recording and distribution of papers (52%)

Taxation
- None

Corporate and Partnership
- Maintain minute books (51%)
- Set up tickler system for annual meetings (52%)

Domestic Relations
- Maintain liaison with clients (51%)
- Supervise the file (51%)
- Prepare affidavits in support of inter-locutory orders (66%)
- Summarize facts for the attorney (60%)
- Maintain a tickler system (60%)
- Prepare drafts of petitions (54%)
- Draft statistics reports (60%)
- File court papers (57%)
- Draft schedule of debt, property, and allocation of needs (55%)

Estate Planning and Probate
- None

Workmen's Compensation
- Obtain records (62%)
- Draft hearing requests (52%)
- Draft medical authorizations (60%)

Bankruptcy
- None

It would appear from these responses that most lawyers feel that a paralegal should possess good general office skills and be knowledgeable in the areas of civil and criminal law and domestic relations.

Although every skill listed on the survey was rated essential by at least one respondent, it may not be feasible to cover all areas in the curriculum. The following skills were listed as essential by 25 percent or fewer of the lawyers who responded and hence may be considered lower in priority in developing a paralegal curriculum:

General
- Initial client interview (25%)*
- Billing (24%)*

Civil and Criminal
- Arranging court appearances (22%)
- Preparing witnesses for trial (16%)*
- Answer court calls (7%)*
- Serve papers (16%)*
- Assist in bail process (14%)*
- Prepare briefs (17%)*
- Review jury list (19%)*

Real Estate
- Prepare oil leases (3%)*
- Interview clients (17%)*
- Conduct title search (20%)
- Review mortgages (25%)
- Draft property tax returns (17%)
- Examine oil leases (2%)*

Taxation
- Prepare returns (17%)

Corporate and Partnership
- Draft Articles of Incorporation and Amendments (24%)
- Draft partnership agreement (14%)
- Prepare IRS filings for profit sharing and pension plans (14%)
- Blue Sky and S.E.C. work (compiling information for registration, statements, research) (11%)
- Draft stock restriction and buy-sell agreements (14%)*
- Draft pension and profit sharing plans (3%)*
- Interview clients (13%)*
- Fictitious name registration (16%)
- Drafting merger consolidation and dissolution documents (13%)*

Domestic Relations
- None

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* These skills were also rated "essential" by 25 percent or fewer of the paralegals.

Estate Planning and Probate
Draft wills and trusts (14%)*

Workmen's Compensation
None

Bankruptcy
Draft plans (24%)

The above list of skills may indicate that a majority of the lawyers surveyed do not feel that it is essential for paralegals to be trained in some of the more technical areas of law. In many cases these skills were rated as "desirable" but it is difficult to determine how important respondents felt skills so rated were. Previous surveys of this type [2, 3] had included two additional rating categories, "very important" and "not important," making finer distinctions possible. Respondents on the current survey may have used the "desirable" rating to cover both relatively important and unimportant skills. One respondent who rated a large number of skills "desirable" commented: "If someone with all the previous listed 'desirable' skills existed in our office, we would be able to retire, or fire all existing employees." Obviously, this person did not feel it was important for one paralegal to possess all the skills which had been rated as "desirable."

Paralegals' Perceptions

The following skills were rated as "essential" by 50 percent or more of the paralegals surveyed:

General
Simple legal research (59%)
Responsible for calendar monitoring (52%)
Composition of routine letters (79%)

Civil and Criminal
Fact research (65%)
Examining public records (58%)
Making preliminary drafts of routine pleadings (51%)
Preparing exhibits (58%)
Prepare simple pleadings (55%)
Prepare proposed interrogatories (55%)

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* These skills were also rated "essential" by 25 percent or fewer of the paralegals.

Real Estate
None

Taxation
Prepare returns (55%)

Corporate and Partnership
Draft minutes (52%)
Draft resolutions, agreements, proxy statements and ballots (52%)

Domestic Relations
None

Estate Planning and Probate
Prepare accountings and inventories (52%)
Prepare state inheritance tax and federal estate tax returns (59%)
Prepare documents necessary to transfer securities (52%)

Workmen's Compensation
None

Bankruptcy
None

A majority of paralegals, then, feel that it is essential for persons in the profession to be able to do research, prepare routine legal documents, and handle financial matters.

Skills which were least often rated "essential" by paralegals may also provide insights into how they view their job responsibilities. The skills listed below were rated as "essential" by 25 percent or fewer of the paralegals:

General
Scheduling of appointments (17%)
Initial client interview (21%)*
Review of incoming mail (25%)
Billing (14%)*

Civil and Criminal
Preparing witnesses for trial (21%)*
Answer court calls (14%)*
Serve papers (21%)*
Arrange medical examinations (21%)
Assist in the bail process (17%)*
Prepare briefs (14%)*
Review jury list (10%)*

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* These skills were also rated "essential" by 25 percent or fewer of the lawyers.

Real Estate
- Prepare oil leases (10%)*
- Interview clients (17%)*
- Examine oil leases (24%)*

Taxation
- None

Corporate and Partnership
- Draft stock restriction and buy-sell agreements (21%)*
- Research (21%)
- Supervise and digest files (21%)
- Draft pension and profit sharing plans (24%)*
- Interview clients (17%)*
- Legal advertising (10%)
- Drafting merger consolidation and dissolution documents (21%)*

Domestic Relations
- Interview clients (24%)
- File court papers (10%)
- Draft schedule of debt, property, and allocation of needs (24%)

Estate Planning and Probate
- Collect necessary data for planning an estate (21%)
- Draft wills and trusts (24%)*

Workmen's Compensation
- Interview clients (24%)

Bankruptcy
- Prepare schedule of assets and liabilities (24%)
- Handle creditor communications (21%)

From the above list, it seems that most paralegals do not feel that it is essential that they work directly with clients, do routine office assignments, or prepare certain kinds of legal documents (especially in the Corporate or Partnership area).

Additional Skills for Paralegals

The final page of the questionnaire included questions which allowed respondents to list additional skills or qualifications which they felt paralegals should possess. Twenty-four lawyers entered comments. When

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* These skills were also rated "essential" by 25 percent or fewer of the lawyers.

these comments were categorized the following list of additional skills and qualifications emerged:

Personal initiative (willingness to work, interest, etc.; N=14)
Clerical skills (especially shorthand and typing; N=9)
Good interpersonal skills (N=8)
Experience in law office (N=8)
Communication skills (writing ability and oral communication skills; (N=6)
College Education (N=6)
Common sense (N=4)
Research skills (N=3)

Eighteen paralegals aiso commented on additional skills and qualities which they felt were important. The most commonly listed were:

Personal initiative (responsibility, ability to work alone, etc; N=5)
Communication skills (writing, spelling, etc; N=5)
Bookkeeping or accounting (N=3)
Common sense (N=2)
Good interpersonal skills (N=2)
Experience (N=2)

Thus, in addition to the specific skills to be acquired from the paralegal curriculum, paralegals should be trained in communication skills, clerical skills, and possibly basic accounting. Successful job applicants should also be able to demonstrate initiative, good interpersonal skills, and common sense. Prior legal experience is a definite asset. Several paralegals stressed that the curriculum should be practical rather than theoretical in orientation.

V. COMPARISON BETWEEN LAWYERS' AND PARALEGALS' PERCEPTIONS OF ESSENTIAL SKILLS

Similarities between Lawyers' and Paralegals' Perceptions

Six skills were rated as "essential" by a majority* of lawyers and paralegals. All six were in the General or Civil and Criminal area. They were:

General
Simple legal research
Responsible for calendar monitoring
Composition of routine letters.

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* Fifty percent or more.

Civil and Criminal
- Fact research
- Examining public records
- Prepare simple pleadings

Differences Between Lawyers' and Paralegals' Perceptions

The preceding sections indicate that some agreement exists between lawyers and paralegals in their perceptions of essential skills to be expected of paralegals. Nevertheless, Table 1 also reveals considerable differences of opinion between the two groups.

Even though lawyers and paralegals tended to use the "essential" category with equal frequencies, there were 12 instances in which a significantly greater percentage of lawyers felt a skill was essential and five in which paralegals had a higher percentage of "essential" ratings. The skills which received "essential" ratings by a higher percentage of lawyers than paralegals were:

Civil and Criminal
- Supervising and indexing all files (53% for lawyers vs. 28% for paralegals)

Domestic Relations
- Supervise the file (51% vs. 28%)
- Prepare affidavits in support of inter-locutory orders (66% vs. 38%)
- Maintain a tickler system (60% vs. 34%)
- File court papers (57% vs. 10%)
- Draft schedule of debt, property, and allocation of needs (55% vs. 24%)

Estate Planning and Probate
- Collect necessary data for planning an estate (48% vs. 21%)

Workmen's Compensation
- Obtain records (62% vs. 38%)
- Draft hearing requests (52% vs. 28%)
- Draft medical authorizations (60% vs. 35%)

Bankruptcy
- Prepare schedule of assets and liabilities (49% vs. 24%)
- Handle creditor communications (44% vs. 21%)

As noted earlier, Johnson County lawyers seemed to feel that domestic relations was an important area for paralegal training. Practicing

paralegals, on the other hand, did not tend to respond that domestic relations was an essential area. The lawyers also seemed to place more emphasis on general office skills than did paralegals (e.g., supervising, files, maintaining a tickler system, obtaining records, handling communications).

The skills which were more likely to be rated "essential" by paralegals than by lawyers all involved financial matters. They were:

Real Estate
Examine oil leases (24% for paralegals vs. 2% for lawyers)

Taxation
Prepare returns (55% vs. 17%)

Corporate and Partnership
Draft Articles of Incorporation and Amendments (48% vs. 24%)
Draft pension and profit sharing plans (24% vs. 3%)
Fictitious name registration (45% vs. 16%)

Estate Planning and Probate
Prepare state inheritance tax and federal estate tax returns (59% vs. 28%)

VI. POSSIBLE FACTORS INFLUENCING LAWYERS' AND PARALEGALS' PERCEPTIONS

Several factors may have influenced paralegals and lawyers to have differing perceptions with regard to the duties performed by paralegals. Some of the more important are discussed below.

Familiarity with the Profession.

Paralegalism is a relatively new concept in Johnson County and many of the lawyers surveyed may not be fully aware that what paralegals actually do. Only two of the paralegal respondents were associated with Johnson County firms. It is possible that lawyers in Jackson County, where most of the paralegals were employed, are more familiar with paralegalism and would have given responses more similar to those given by paralegals. Since one of the earliest paralegal programs in the country was begun at Meramec College in St. Louis, many Missouri lawyers may have been exposed to paralegals and know what they can do. Johnson County lawyers may still need to be "educated" in this regard.

Job Entry Skills v. Later Responsibilities.

Paralegals and lawyers may have approached the ratings from a somewhat different time perspective. Paralegals may have been rating skills as they related to their current job responsibilities whereas lawyers were rating job entry skills. It may have taken the paralegal some time to reach a position which utilized some of the skills rated as "essential". When lawyers hire a paralegal they may require the applicant to serve an "informal internship" performing relatively routine tasks. If the paralegal performs adequately, lawyers may then assign progressively more responsible jobs. Eventually the paralegal's position evolves into one requiring considerable expertise even though the job entry requirements were far less technical. Receiving on-the-job training as a part of the paralegal curriculum could accelerate this "internship" experience by allowing the prospective paralegal to demonstrate technical competencies before formally entering the job market.

Degree of Specialization

There was more agreement among lawyers than among paralegals concerning "essential" skills; 27 skills were rated essential by 50% or more of the lawyers compared to only 15 for paralegals. These differences were obtained even though both groups tended to use the "essential" category with equal frequencies. This suggests that paralegals tended to be specialists and were rating skills as they pertained to their particular jobs, whereas lawyers were looking at skills as they related to the overall operation of the firm. The fact that paralegals were more likely than lawyers to use the "not-applicable" category also indicates

that the former were using a more limited perspective.[1] A skill was either essential to their job or it did not apply. Thus, Johnson County lawyers tended to view the paralegal's job as that of a generalist while practicing paralegals saw themselves as specialists. One reason may be that job entry skills for paralegals may differ from skills required to perform later job responsibilities. Law firms may hire paralegals with a generalist background and later train them in a particular specialty area.

Firm Size

The lawyers' view of the paralegals' job may also be influenced by the size of the law firm. Johnson County firms represented in the survey returns were in general considerably smaller than the firms that employed the paralegals (see Table 2). The median number of lawyers in firms represented by paralegal respondents was 26 compared to six for the lawyer respondents. None of the Johnson County firms represented in the sample reported employing more than 20 lawyers. Thus, Johnson County law firms may not be large enough to afford a separate paralegal for various specialty areas. If they can afford a paralegal at all, it must be one who can perform a variety of functions.

The difference between lawyers and paralegals observed on the current survey, therefore, may be more a function of the types of law firms represented rather than a fundamental difference in the way in which the two groups view the paralegal profession. A general curriculum might better serve the needs of smaller or less specialized firms, whereas larger or more specialized firms might prefer a paralegal who is an expert in a particular area of law.

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1. When the percentages of respondents rating a skill as "essential", "desirable" or "not applicable" were averaged over all 111 skills, the "average" skill was rated "essential" by 36.1% of the paralegals and 37.5% of the lawyers, "desirable" by 16.2% of the paralegals and 35.9% of the lawyers, and "not applicable" by 47.7% of the paralegals and 26.6% of the lawyers. Thus lawyers and paralegals were equally likely to rate a skill as "essential" but lawyers were more apt to rate a skill as "desirable" and paralegals were more apt to rate it "not applicable".

VII. AREA EMPLOYMENT PROSPECTS

Employment Prospects Within Johnson County Law Firms

The prospects for placing trained paralegals with Johnson County law firms currently do not appear promising. Surveys were sent to all members of the Johnson County Bar Association. On the basis of the surveys returned, nine job openings could be identified. Of the 29 voting members of the Kansas City Association of Legal Assistants who responded, two were affiliated with Johnson County firms. Moreover, the approximately 260 Johnson County lawyers may not be a sufficient base to support a paralegal program for an extended length of time. Law firms which employed paralegals were typically larger than most of the responding law firms within Johnson County.

Employment Prospects Within the Kansas City Metropolitan Area

There is undoubtedly a larger number of openings within the Kansas City metropolitan area for paralegals. In applying for these positions, though, JCCC graduates would be competing with graduates from paralegal programs at Rockhurst College and Avila College. The program at Rockhurst currently has an enrollment of approximately 300-350 students and that at Avila has 15-20. Thus, there is likely to be considerable competition for jobs within Jackson County. To compete for these jobs JCCC graduates must be familiar with Missouri law as well as Kansas law.

JCCC graduates may have an advantage over those from the Rockhurst and Avila certificate programs in that they will have completed a full two year program with approximately 36 hours of paralegal course work (compared to 18 hours required for a certificate). JCCC graduates also will have participated in a work-study program and thus have on-the-job experience. It might prove especially helpful if some students could receive their on-the-job training with Missouri firms.

Employment Outlook for Lawyers

The employment outlook for paralegals may also be affected by the job market for attorneys. A recent article in Time magazine (October 11, 1976) claimed that there were 34,000 law school graduates in the United States in 1975 competing for 26,000 jobs. Such an oversupply of lawyers could diminish employment opportunities for paralegals. The comments of one Johnson County lawyer indicate that this may be a possibility:

> *"...I feel that there is such a glut on the market of young attorneys now, that many of the jobs that a paralegal or legal assistant would do is work that young lawyers could not accomplish to the advantage of themselves and the firm they are with. Therefore, I do not feel that there is any need for a paralegal or legal assistants program in this county or the greater metropolitan Kansas City area at this time."*

Other lawyers, however, feel that the current surplus of lawyers is temporary and will be absorbed through the growth of prepaid and group legal service programs (cf. Baker, 1977).

VIII. CONCLUSIONS

On the basis of the data presented in this report, a full two year paralegal program training paralegals for positions with area law firms cannot be justified at this time. Johnson County does not appear to have enough large law firms to provide adequate employment opportunities for graduates of a two-year program. In addition, other area colleges are training paralegals in Missouri law to meet Jackson County's needs.

Although the current employment outlook for paralegals in this area does not seem encouraging, many lawyers feel that paralegalism is the "wave of the future." Successful programs have been initiated elsewhere and some people believe that paralegalism will eventually enjoy the same acceptance medical technology professions now have. At this time, however, a small

law firm may not feel that it can afford both a paralegal and a legal secretary. Since a secretary is a virtual necessity, a paralegal who does not have clerical skills might have difficulty finding employment. A secretary with some paralegal training, on the other hand, could prove very valuable to a small firm. It might, then, be feasible to begin with a very limited paralegal program, primarily designed to upgrade the skills of legal secretaries. If acceptance of paralegals grows, the program could be expanded. Successful programs in other areas should be studied carefully to determine the size and composition of the law community needed to support a successful paralegal program.

By beginning with a limited program the college may be able to avoid some initial placement problems since many of the students would likely be employed persons seeking to upgrade their job skills. It would also allow the program coordinator more time to promote the program and to stimulate the job market. If, after two years, the job market upturns as anticipated, the college's interim program would give it a "head start" toward implementing a viable two-year program.

During the interim period sources of employment other than law firms could be identified and contacted also. Potential employers might include large insurance companies,[1] real estate concerns, oil companies, goverment agencies, hospitals and tax consultants. In fact, it would seem that any

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1. The survey respondent who reported three openings for paralegals actually represented a large insurance company, not a law firm.

company that regularly retains a lawyer might realize cost savings by employing one or more paralegals.[1]

Placement specialists might be able to provide some assistance in identifying potential employers. The coordinator of the paralegal program could contact employment specialists in the Kansas City area to solicit their aid. In general, it would seem advisable to include an employment specialist as an advisor on all career programs. Another means of identifying potential employers would be to contact coordinators of more established programs. Any graduate follow-ups they have conducted could prove especially useful.

Service Area

The Kansas City Metropolitan area would appear to be the most promising for placing graduates. Nevertheless, if enough potential employers can be identified in the surrounding Kansas counties of Douglas, Franklin, Leavenworth, Miami and Wyandotte, graduates from the JCCC program trained in Kansas law might have a distinct advantage over graduates of Missouri programs.

Suggestions for Future Surveys

The research staff noted several technical difficulties with the current survey instrument which should be considered by the advisory committee before future mailings. The most important concern is that respondents should be

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1. K. G. Skaggs, Director of the Paralegal Education Project for the American Association of Community and Junior Colleges, reinforced this supposition in a personal communication to the coordinator of the JCCC paralegal program:

> *It must be remembered that jobs in law offices are nationally accounting for only about half of the paralegals. Other employment is being found in almost every business section of American life: banks, real estate companies, loan companies, mortgage and deed companies, retail establishments, in fact, almost any business that requires a great deal of federal, state and local paperwork.*

given more categories for rating skills. As noted earlier, it was difficult to determine whether respondents considered "desirable" skills to be relatively important or unimportant. Since skills were chosen to be relevant to law practices, it is unlikely that many of them would be "not applicable" to the operation of a law office engaged in general practice. For many items, then, lawyers were left with two response categories: "essential" or "desirable." This did not allow for enough distinction among the skills.

Some skill areas seem to be emphasized more strongly than others. For example, there were 34 separate skills listed under the area of civil and criminal and only two under taxation. Such disparities may cause the curriculum to be unduly influenced in favor of areas which received more coverage on the survey instrument. The design of the questionnaire may have predetermined that the civil and criminal area would appear to be more important than some other areas. It is also possible that many tax lawyers, after reviewing the questionnaire, assumed that their area would not be given sufficient coverage in the curriculum and, therefore, decided not to respond. This would create even more bias. (It should be noted, however, that in some areas such as taxation there may be fewer tasks that can be legally delegated to a paralegal).

It might have proven useful to ask lawyers in which areas of law they felt a paralegal could most benefit their practice. In addition, some means should be developed for determining how much responsibility a lawyer (or other employer) would be willing to delegate to a paralegal. This would seem to be an essential step in defining a curriculum to assure that graduates are not under- or over-qualified for the available jobs.

Potential employers should also be asked what salary they would be willing to pay qualified individuals. This information should be available to students before they commit themselves to a two-year program.

Finally, a separate questionnaire might have been developed for paralegals and legal assistants. Information could have been gathered about their salary levels, educational backgrounds, areas of specialization, and amount of typing, research, etc. involved in their jobs. Such information might prove helpful in designing a curriculum.

REFERENCES

1. Baker, W.F. Use of the Legal Assistant or "How to Improve Law Office Efficiency." Paper presented at the Annual Educational Dinner Meeting of the Kansas City Association of Legal Assistants, March 16, 1977.

2. Employer Manpower Needs and Job Entry Requirements for Biomedical Equipment Technician, Johnson County Community College, Overland Park, Kansas, June 1976.

3. Employer Perceptions of Important Skills, Knowledge and Attitudes for Commercial Artists in Metropolitan Kansas City, Johnson County Community College, Overland Park, Kansas, December 1975.

TABLE 1

LAWYER AND PARALEGAL PERCEPTIONS OF IMPORTANT SKILLS, KNOWLEDGE AND ATTITUDES FOR PARALEGALS OR LEGAL ASSISTANTS

Skill to be Acquired:	Essential	Desirable	Not Applicable
GENERAL			
Simple legal research			
Paralegal	59%	31%	10%
Lawyer	56	32	12
Combined	57	31	12
Responsible for calendar monitoring (docket control)			
Paralegal	52	24	24
Lawyer	59	29	12
Combined	57	27	16
Scheduling of appointments			
Paralegal	17	11	72*
Lawyer	30	40	30
Combined	26	31	43
Maintaining a tickler or follow-up system			
Paralegal	45	38	17
Lawyer	57	27	16
Combined	53	31	16
Initial client interview			
Paralegal	21	31	48*
Lawyer	25	51	24
Combined	24	45	31
Review of incoming mail			
Paralegal	25	34	41
Lawyer	33	38	29
Combined	30	37	33
Composition of routine letters			
Paralegal	79	21	0
Lawyer	59	33	08
Combined	66	29	05
Billing			
Paralegal	14	14*	72*
Lawyer	24	38	38
Combined	21	30	49

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
CIVIL AND CRIMINAL			
Investigative work			
Paralegal	48%	11%	41%
Lawyer	53%	22%	25%
Combined	51%	18%	31%
Gathering medical & police records			
Paralegal	48	11	41*
Lawyer	68	22	10
Combined	62	18	20
Interviewing witnesses and clients			
Paralegal	48	21	31
Lawyer	53	30	17
Combined	51	27	22
Fact research			
Paralegal	65	07*	28*
Lawyer	64	30	06
Combined	64	23	13
Examining public records			
Paralegal	58	11	31*
Lawyer	67	27	06
Combined	64	22	14
Supervising and indexing all files			
Paralegal	28*	31	41*
Lawyer	53	30	17
Combined	45	30	25
Summarizing depositions			
Paralegal	48	14*	38
Lawyer	37	37	26
Combined	41	29	30
Making preliminary drafts of routine pleadings			
Paralegal	51	21*	28*
Lawyer	47	43	10
Combined	49	36	15
Maintaining liason with clients			
Paralegal	45	24	31
Lawyer	44	40	16
Combined	45	34	21

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
CIVIL AND CRIMINAL (continued)			
Arranging court appearances			
Paralegal	28%	24%	48%
Lawyer	22	45	33
Combined	24	38	38
Preparing witnesses for trial			
Paralegal	21	28	51
Lawyer	16	41	43
Combined	17	37	46
Preparing exhibits			
Paralegal	58	14	28
Lawyer	46	32	22
Combined	50	26	24
Doing basic legal research & cite checking			
Paralegal	48	14	38*
Lawyer	57	32	11
Combined	54	26	20
Answer court calls			
Paralegal	14	17	69
Lawyer	07	17	76
Combined	09	17	74
File papers at the courthouse			
Paralegal	31	28	41*
Lawyer	45	41	14
Combined	40	37	23
Serve papers			
Paralegal	21	31	48
Lawyer	16	44	40
Combined	17	41	42
Prepare and send deposition notices			
Paralegal	31	28	41
Lawyer	27	41	32
Combined	28	37	35
Prepare simple pleadings			
Paralegal	55	11*	34*
Lawyer	52	40	08
Combined	53	30	17

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
CIVIL AND CRIMINAL (continued)			
Prepare subpoenas			
Paralegal	41%	18%	41%*
Lawyer	47	37	16
Combined	46	30	24
Prepare proposed interrogatories			
Paralegal	55	11*	34
Lawyer	35	49	16
Combined	41	37	22
Arrange medical examinations			
Paralegal	21	28	51*
Lawyer	38	48	14
Combined	33	41	26
Prepare reminder letter if answer is not timely received			
Paralegal	28	31	41*
Lawyer	45	41	14
Combined	39	38	23
Receive and review incoming interrogatories			
Paralegal	45	17*	38
Lawyer	33	45	22
Combined	37	36	27
Prepare motion for additional time to answer (if needed)			
Paralegal	34	28	38*
Lawyer	46	40	14
Combined	42	36	22
Draft pleadings and other forms for making an appeal			
Paralegal	45	17*	38
Lawyer	28	40	32
Combined	34	32	34
Assist in the bail process			
Paralegal	17	14*	69*
Lawyer	14	48	38
Combined	15	37	48
Take statements			
Paralegal	38	21*	41*
Lawyer	43	43	14
Combined	41	36	23

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
CIVIL AND CRIMINAL (continued)			
Photograph pertinent scenes			
Paralegal	38%	17%*	45%*
Lawyer	38	43	19
Combined	38	35	27
Prepare motions and orders			
Paralegal	38	24*	38*
Lawyer	35	51	14
Combined	36	42	22
Prepare briefs			
Paralegal	14	34	52
Lawyer	17	46	37
Combined	17	42	41
Review jury list			
Paralegal	10	24*	66*
Lawyer	19	51	30
Combined	17	42	41
General trial preparation			
Paralegal	45	17*	38
Lawyer	33	43	24
Combined	37	35	28
Arrange for depositions & hearings			
Paralegal	41	18*	41*
Lawyer	33	51	16
Combined	36	40	24
Coordinate witnesses			
Paralegal	38	21*	41*
Lawyer	41	45	14
Combined	40	37	23
REAL ESTATE			
Prepare oil leases			
Paralegal	10	31	59
Lawyer	03	22	75
Combined	05	25	70
Interview clients			
Paralegal	17	31	52
Lawyer	17	46	37
Combined	18	41	41

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
REAL ESTATE (continued)			
Conduct title search			
Paralegal	34%	07%*	59%
Lawyer	20	40	40
Combined	25	29	46
Review title report			
Paralegal	38	14*	48
Lawyer	27	43	30
Combined	30	34	36
Review mortgages			
Paralegal	34	17*	49
Lawyer	25	46	29
Combined	28	37	35
Draft property tax returns			
Paralegal	31	21	48
Lawyer	17	37	46
Combined	22	31	47
Draft purchase and sale agreements			
Paralegal	48	07*	45
Lawyer	30	38	32
Combined	36	28	36
Notify parties of closing dates			
Paralegal	41	10*	49*
Lawyer	44	37	19
Combined	44	28	28
Follow up on deed recording & distribution of papers			
Paralegal	45	10*	45*
Lawyer	52	30	18
Combined	50	24	26
Prepare and handle closing schedules and statements			
Paralegal	41	07*	52*
Lawyer	45	33	22
Combined	43	25	32
Examine oil leases			
Paralegal	24*	21	55
Lawyer	02	28	70
Combined	09	26	65

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
REAL ESTATE (continued)			
Allocate property taxes, lease rentals, insurance premiums, commissions and payments, etc.			
Paralegal	38%	10%*	52%*
Lawyer	33%	40%	27%
Combined	35%	30%	35%
TAXATION			
Maintain records for future returns			
Paralegal	41	14*	45
Lawyer	32	41	27
Combined	34	33	33
Prepare returns			
Paralegal	55	04*	41
Lawyer	17	46	37
Combined	29	33	38
CORPORATE AND PARTNERSHIP			
Draft Articles of Incorporation & Amendments			
Paralegal	48*	04*	48
Lawyer	24	44	32
Combined	32	32	36
Draft minutes			
Paralegal	52	03*	45*
Lawyer	46	35	19
Combined	48	25	27
Maintain minute books			
Paralegal	38	10*	52*
Lawyer	51	32	17
Combined	47	25	28
Draft partnership agreement			
Paralegal	28	20*	52
Lawyer	14	46	40
Combined	19	38	43
Prepare by-laws			
Paralegal	45	07	48*
Lawyer	32	43	25
Combined	36	31	33
Prepare IRS filings for profit sharing and pension plans			
Paralegal	28	20*	52
Lawyer	14	41	45
Combined	18	35	47

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
CORPORATE AND PARTNERSHIP (continued)			
Obtain corporate seal and minute book			
Paralegal	28%	03%*	69%*
Lawyer	44	40	16
Combined	39	28	33
Prepare stock certificates			
Paralegal	45	0*	55*
Lawyer	48	35	17
Combined	47	24	29
Draft meeting notices			
Paralegal	45	07*	48*
Lawyer	48	33	19
Combined	47	25	28
Draft resolutions, agreements, proxies statements and ballots			
Paralegal	52	10*	38
Lawyer	37	38	25
Combined	42	29	29
Blue Sky and S.E.C. work (compiling information for registration, statements, research)			
Paralegal	27	21	52
Lawyer	11	37	52
Combined	16	32	52
Draft stock restriction and buy-sell agreements			
Paralegal	21	27	52
Lawyer	14	37	49
Combined	16	34	50
Research			
Paralegal	21	31	48*
Lawyer	38	35	27
Combined	32	34	34
Supervise and digest files			
Paralegal	21	21	58*
Lawyer	40	36	24
Combined	34	31	35
Draft pension and profit sharing plans			
Paralegal	24*	28	48
Lawyer	03	41	56
Combined	10	37	53

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
CORPORATE AND PARTNERSHIP (continued)			
Set up tickler system for annual meetings			
Paralegal	48%	04%*	48%*
Lawyer	52	31	17
Combined	51	22	27
Interview clients			
Paralegal	17	24*	59*
Lawyer	13	54	33
Combined	14	45	41
Fictitious name registration			
Paralegal	45*	07*	48
Lawyer	16	43	41
Combined	25	32	43
Legal advertising			
Paralegal	10	31	59
Lawyer	08	24	68
Combined	09	26	65
Drafting merger consolidation and dissolution documents			
Paralegal	21	31	48
Lawyer	13	36	51
Combined	15	35	50
Prepare annual reports and franchise tax reports			
Paralegal	45	10*	45
Lawyer	27	33	40
Combined	33	26	41
DOMESTIC RELATIONS			
Interview clients			
Paralegal	24	24	52*
Lawyer	40	36	24
Combined	34	33	33
Maintain laison with clients			
Paralegal	31	21	48*
Lawyer	51	35	14
Combined	45	30	25
Supervise the file			
Paralegal	28*	17	55*
Lawyer	51	36	13
Combined	44	30	26

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
DOMESTIC RELATIONS (continued)			
Prepare affidavits in support of inter-locutory orders			
Paralegal	38%*	03%*	59%*
Lawyer	66	24	10
Combined	58	17	25
Summarize facts for the attorney			
Paralegal	45	07*	48*
Lawyer	60	25	15
Combined	55	20	25
Maintain a tickler system			
Paralegal	34*	14	52*
Lawyer	60	30	10
Combined	52	25	23
Prepare drafts of petitions			
Paralegal	41	07*	52*
Lawyer	54	32	14
Combined	50	24	26
Draft separation agreements			
Paralegal	34	11*	55*
Lawyer	43	33	24
Combined	40	26	34
Draft decrees			
Paralegal	38	03*	59*
Lawyer	48	35	17
Combined	45	25	30
Draft statistics reports			
Paralegal	41	07*	52*
Lawyer	60	29	11
Combined	54	22	24
File court papers			
Paralegal	10*	28	62*
Lawyer	57	24	19
Combined	42	25	33
Draft schedule of debt, property, and allocation of needs			
Paralegal	24*	21	55*
Lawyer	55	32	13
Combined	46	28	26

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
DOMESTIC RELATIONS (continued)			
Assist in general trial preparation			
Paralegal	45%	03%*	52%*
Lawyer	44	41	15
Combined	45	29	26
ESTATE PLANNING AND PROBATE			
Collect necessary data for planning an estate			
Paralegal	21*	21	58*
Lawyer	48	30	22
Combined	39	27	34
Draft wills and trusts			
Paralegal	24	24	52
Lawyer	14	38	48
Combined	17	34	49
Manage the files and maintain a tickler system			
Paralegal	48	07*	45*
Lawyer	46	35	19
Combined	47	26	27
Collect and evaluate assets			
Paralegal	41	14*	45
Lawyer	35	38	27
Combined	37	30	33
Notify beneficiaries			
Paralegal	45	10*	45*
Lawyer	48	30	22
Combined	47	24	29
Prepare accountings and inventories			
Paralegal	52	03*	45*
Lawyer	49	32	19
Combined	50	23	27
Prepare state inheritance tax and federal estate tax returns			
Paralegal	59*	0*	41
Lawyer	28	37	35
Combined	38	25	37
Prepare documents necessary to transfer securities			
Paralegal	52	03*	45
Lawyer	37	35	28
Combined	41	25	34

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
ESTATE PLANNING AND PROBATE (continued)			
Draft pleadings			
Paralegal	48%	07%*	45%
Lawyer	32	40	28
Combined	37	29	34
Draw checks for executors			
Paralegal	45	10*	45
Lawyer	35	32	33
Combined	38	25	37
WORKMEN'S COMPENSATION			
Interview clients			
Paralegal	24	14*	62*
Lawyer	28	37	35
Combined	27	29	44
Obtain records			
Paralegal	38*	07	55*
Lawyer	62	16	22
Combined	54	13	33
Draft claims			
Paralegal	31	10	59*
Lawyer	46	25	29
Combined	41	21	38
Draft hearing requests			
Paralegal	28*	13	59*
Lawyer	52	24	24
Combined	44	21	35
Draft medical authorizations			
Paralegal	35*	03	62*
Lawyer	60	16	24
Combined	52	12	36
Summarize issues for the attorney			
Paralegal	38	07*	55*
Lawyer	40	32	28
Combined	39	24	37
Follow up on payment			
Paralegal	28	17	55*
Lawyer	44	29	27
Combined	39	25	36

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

LAWYER AND PARA-LEGAL PERCEPTIONS OF IMPORTANT
SKILLS, KNOWLEDGE AND ATTITUDES FOR
PARALEGALS OR LEGAL ASSISTANTS
(continued)

Skill to be Acquired:	Essential	Desirable	Not Applicable
BANKRUPTCY			
Prepare schedule of assets and liabilities			
Paralegal	24%*	14%	62%*
Lawyer	49	22	29
Combined	41	20	39
Draft orders and reports			
Paralegal	35	03*	62*
Lawyer	37	26	37
Combined	36	20	44
Handle creditor communications			
Paralegal	21*	17	62*
Lawyer	44	24	32
Combined	37	22	41
Draft plans			
Paralegal	28	10*	62
Lawyer	24	32	44
Combined	25	25	50

* Percentage for paralegals was significantly different ($p < .05$) from that for lawyers in this category.

Table 2

NUMBER OF LAWYERS IN FIRMS EMPLOYING LAWYER AND PARALEGAL RESPONDENTS

Lawyers in Firm	Percentage of Respondents	
	Paralegals	Lawyers
0-4	7%	41%
5-9	15	34
10-14	4	16
15-19	4	7
20-29	33	2*
30-39	11	0
40-69	15	0
70+	11	0
	100%	100%
Median number of lawyers in firms employing respondents	26	6

*Although this respondent reported that 20 lawyers were employed by the firm, another respondent from the same firm said only six were actually employed in the Johnson County office. Apparently 14 others were based elsewhere.

Note--Percentages are based only on respondents who supplied the information (23 paralegals and 58 lawyers).

APPENDIX

COVER LETTERS AND QUESTIONNAIRE

Kansas City
Association of Legal Assistants
P.O. Box 13223
Kansas City, Missouri 64199

July 12, 1976

Dear Paralegal:

For some time Johnson County Community College has been investigating the practicality of offering a one or two year paralegal program. The program, if it is determined that it should be offered, could begin as early as the fall semester 1976. It would be practically oriented and would be designed around an internship to provide students firsthand opportunity to work in a law office relating theory to day-to-day application.

As part of the College's procedure to expand its curriculum it is necessary to do a feasibility survey. In addition to surveying the attorneys in the Greater Kansas City Area, they have asked us to submit the survey to all working paralegals in the Metropolitan Area.

The Association feels there is a need for Johnson County Community College to offer such a program, and from the courses being considered we feel it could be one of the better programs in the area. We would like to urge all of you to complete and return the enclosed questionnaire at your earliest convenience. This questionnaire should be completed from your viewpoint as a paralegal and not on the basis of your firm.

If you have any specific questions or suggestions, please feel free to contact the college directly at 888-8500, extension 503.

Thank you in advance for your cooperation.

Sincerely,

THE KANSAS CITY ASSOCIATION
OF LEGAL ASSISTANTS

By_____
Sandra L. Sabanske, President

SLS/kea

Enclosure

JOHNSON COUNTY COMMUNITY COLLEGE • College Boulevard at Quivira Road • Overland Park, Kansas 66210 • Phone AC 913-888-8500

June 16, 1976

Dear Member of the Bar Association:

For some time Johnson County Community College has been investigating the practicality of offering a one or two year paralegal program. The program, if it is determined that it should be offered, could begin as early as the fall semester 1976. It would be practically oriented and would be designed around an internship to provide students firsthand opportunity to work in a law office relating theory to day-to-day application.

As part of the procedure to expand the college curriculum, it is necessary to do a feasibility survey. The attached questionnaire attempts to do several things: highlight those skills you, as a potential employer, feel are essential; identify those firms or individuals who would consider working with our students; and most importantly, document the need for paralegals on a short and long range basis.

It is important that we have a good return on our sample. You are encouraged to take a few minutes from your busy schedule to help us. If you have any specific questions or suggestions, please feel free to contact the college directly at 888-8500, extension 503.

Thank you in advance for your cooperation.

Sincerely,

_____

Dean of Instruction, Johnson County Community College

_____

President, Johnson County Bar Association

JOHNSON COUNTY COMMUNITY COLLEGE
PARA-LEGAL OR LEGAL ASSISTANTS PROGRAM
SURVEY

INTRODUCTION:

Johnson County Community College is conducting a feasibility study to determine the need for a Para-Legal or Legal Assistants program to serve the metropolitan Kansas City area. This information will remain confidential and will not obligate you in any way. If you have any questions, call the College between 8:00 and 5:00 Monday through Friday at 888-8500, Ext. 503.

Name (Optional)_____ Position _____

No. of Lawyers in Firm_____ Address _____

City_____ State_____ County_____ Zip_____

INSTRUCTIONS:

Listed below are subjects suggested as a part of the curriculum for our program. In hiring a **para-legal,** (not a legal secretray), how important to you are the skills listed below? Check one answer for each statement and write any additional comments in the space provided. (We would appreciate it very much if the survey could be returned to us within two weeks).

	Essential	Desirable	Not Applicable
1.0 GENERAL			
1.1 Simple legal research	.....	.....	.....
1.2 Responsible for calendar monitoring (docket control)	.....	.....	.....
1.3 Scheduling of appointments	.....	.....	.....
1.4 Maintaining a tickler or follow-up system	.....	.....	.....
1.5 Initial client interview	.....	.....	.....
1.6 Review of incoming mail	.....	.....	.....
1.7 Composition of routine letters	.....	.....	.....
1.8 Billing	.....	.....	.....
2.0 CIVIL AND CRIMINAL			
2.1 Investigative work	.....	.....	.....
2.1.1 Gathering medical & police records	.....	.....	.....
2.1.2 Interviewing witnesses and clients	.....	.....	.....
2.1.3 Fact research	.....	.....	.....
2.1.4 Examining public records	.....	.....	.....
2.2 Supervising and indexing all files	.....	.....	.....

	Essential	Desirable	Not Applicable
2.3 Summarizing depositions	.....	.....	.....
2.4 Making preliminary drafts of routine pleadings	.....	.....	.....
2.5 Maintaining liason with clients	.....	.....	.....
2.6 Arranging court appearances	.....	.....	.....
2.7 Preparing witnesses for trial	.....	.....	.....
2.8 Preparing exhibits	.....	.....	.....
2.9 Doing basic legal research & cite checking	.....	.....	.....
2.10 Answer court calls	.....	.....	.....
2.11 File papers at the courthouse	.....	.....	.....
2.12 Serve papers	.....	.....	.....
2.13 Prepare and send deposition notices	.....	.....	.....
2.14 Prepare simple pleadings	.....	.....	.....
2.15 Prepare subpoenas	.....	.....	.....
2.16 Prepare proposed interrogatories	.....	.....	.....
2.17 Arrange medical examinations	.....	.....	.....
2.18 Prepare reminder letter if answer is not timely received	.....	.....	.....
2.19 Receive and review incoming interrogatories	.....	.....	.....
2.20 Prepare motion for additional time to answer (if needed)	.....	.....	.....
2.21 Draft pleadings and other forms for making an appeal	.....	.....	.....
2.22 Assist in the bail process	.....	.....	.....
2.23 Take statements	.....	.....	.....
2.24 Photograph pertinent scenes	.....	.....	.....
2.25 Prepare motions and orders	.....	.....	.....
2.26 Prepare briefs	.....	.....	.....
2.27 Review jury list	.....	.....	.....
2.28 General trial preparation	.....	.....	.....
2.29 Arrange for depositions & hearings	.....	.....	.....
2.30 Coordinate witnesses	.....	.....	.....

	Essential	Desirable	Not Applicable
3.0 REAL ESTATE			
3.1 Prepare oil leases			
3.2 Interview clients			
3.3 Conduct title search			
3.4 Review title report			
3.5 Review mortgages			
3.6 Draft property tax returns			
3.7 Draft purchase and sale agreements			
3.8 Notify parties of closing dates			
3.9 Follow up on deed recording & distribution of papers			
3.10 Prepare and handle closing schedules and statements			
3.11 Examine oil leases			
3.12 Allocate property taxes, lease rentals, insurance premiums, commissions and payments, etc.			
4.0 TAXATION			
4.1 Maintain records for future returns			
4.2 Prepare returns			
5.0 CORPORATE AND PARTNERSHIP			
5.1 Draft Articles of Incorporation & Amendments			
5.2 Draft minutes			
5.3 Maintain minute books			
5.4 Draft partnership agreement			
5.5 Prepare by-laws			
5.6 Prepare IRS filings for profit sharing and pension plans			
5.7 Obtain corporate seal and minute book			
5.8 Prepare stock certificates			
5.9 Draft meeting notices			
5.10 Draft resolutions, agreements, proxies statements and ballots			

	Essential	Desirable	Not Applicable
5.11 Blue Sky and S.E.C. work (compiling information for registration, statements, research)	.....	.....	.....
5.12 Draft stock restriction and buy-sell agreements	.....	.....	.....
5.13 Research	.....	.....	.....
5.14 Supervise and digest files	.....	.....	.....
5.15 Draft pension and profit sharing plans	.....	.....	.....
5.16 Set up tickler system for annual meetings	.....	.....	.....
5.17 Interview clients	.....	.....	.....
5.18 Fictitious name registration	.....	.....	.....
5.19 Legal advertising	.....	.....	.....
5.20 Drafting merger consolidation and dissolution documents	.....	.....	.....
5.21 Prepare annual reports and franchise tax reports	.....	.....	.....
6.0 DOMESTIC RELATIONS			
6.1 Interview clients	.....	.....	.....
6.2 Maintain liason with clients	.....	.....	.....
6.3 Supervise the file	.....	.....	.....
6.4 Prepare affidavits in support of inter-locutory orders	.....	.....	.....
6.5 Summarize facts for the attorney	.....	.....	.....
6.6 Maintain a tickler system	.....	.....	.....
6.7 Prepare drafts of petitions	.....	.....	.....
6.8 Draft separation agreements	.....	.....	.....
6.9 Draft decrees	.....	.....	.....
6.10 Draft statistics reports	.....	.....	.....
6.11 File court papers	.....	.....	.....
6.12 Draft schedule of debt, property, and allocation of needs	.....	.....	.....
6.13 Assist in general trial preparation	.....	.....	.....

	Essential	Desirable	Not Applicable
7.0 ESTATE PLANNING AND PROBATE			
7.1 Collect necessary data for planning an estate			
7.2 Draft wills and trusts			
7.3 Manage the files and maintain a tickler system			
7.4 Collect and evaluate assets			
7.5 Notify beneficiaries			
7.6 Prepare accountings and inventories			
7.7 Prepare state inheritance tax and federal estate tax returns			
7.8 Prepare documents necessary to transfer securities			
7.9 Draft pleadings			
7.10 Draw checks for executors			
8.0 WORKMEN'S COMPENSATION			
8.1 Interview clients			
8.2 Obtain records			
8.3 Draft claims			
8.4 Draft hearing requests			
8.5 Draft medical authorizations			
8.6 Summarize issues for the attorney			
8.7 Follow up on payment			
9.0 BANKRUPTCY			
9.1 Prepare schedule of assets and liabilities			
9.2 Draft orders and reports			
9.3 Handle creditor communications			
9.4 Draft plans			

1. Please list other skills that are necessary or desirable.

_____

_____

_____

2. How many persons requiring one or more of the skills listed do you employ on a full-time basis?

3. How many persons requiring one or more of the skills listed do you employ on a part-time basis?

4. Are there other qualifications or characteristics required of your employees (education, experience, certification, etc.?) Please list.

_____

_____

_____

5. Do you hire on the basis of:

_____ Displayed Competencies _____ Both

_____ Degree _____ Previous Experience

_____ Other (please specify) _____

6. How many unfilled vacancies do you currently have requiring the skills listed?_____

7. If you had applicants possessing the skills listed would you hire them at this time?_____

8. Do you have any current plans to establish or expand the number of positions requiring the skills indicated?

_____

9. Do you currently have an in-service training program involving instruction in any of the skills listed?_____

10. Would you be willing to work cooperatively with a college supervised work-study program designed to provide on-the-job training for qualified students?

yes_____ no_____ would like more information _____

11. May we contact you in the future regarding this program?
If yes, Name_____ phone number_____

12. Additional comments:

_____

_____

_____

_____

Please return the questionaire in the enclosed self-addressed stamped envelope.

WE WOULD APPRECIATE IT VERY MUCH IF THE SURVEY COULD BE RETURNED TO US WITHIN TWO WEEKS.